



# MPD RECRUITING AND RETENTION UPDATE FY18 Q3

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*Alex Smith, Chief HR Officer*  
*March 2018*

# MPD recruiting and retention strategic plan

## *Executive summary*

Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

- 1. Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
- 2. Enhance police recruiting efforts:** add 200 new officers per year
- 3. Enhance force multiplier recruiting efforts:** maintain complement of 100 PSTs and 142 dispatchers
- 4. Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

# MPD Recruiting and Retention – Goal Progress

Goal	Target	Status	Comments
Enhance police recruiting efforts	Add 200 new officers per year		<ul style="list-style-type: none"><li>• 85 graduated in Aug 17</li><li>• 84 graduated in Jan 18</li><li>• 100+ projected for PR125 starting March 19, 2018</li><li>• 40+ in pipeline for lateral</li></ul>
Enhance force multiplier recruiting efforts	Maintain complement of 100 PSTs and 142 dispatchers		<ul style="list-style-type: none"><li>• Currently have 66 PSTs</li><li>• Hired 15 PST Recruits in March, currently in the Academy</li><li>• Ramping up 2<sup>nd</sup> Blue Path class for June 2018</li></ul>
Lower sworn officer turnover to 2013 levels	115 sworn officers per year		<ul style="list-style-type: none"><li>• 20 resigned/retired YTD</li></ul>

# MPD current compliment *(as of March 7)*

<b>Role</b>	<b>Number of employees</b>
Commissioned Officers	2014
Police Recruit	0 <i>(Next class begins March 19)</i>
Police Radio Dispatcher	132
Police Service Technician	66 <i>(plus 15 new PSTs currently in the Academy)</i>

# MPD attrition *(as of March 7)*

	Police Services									
	Commissioned			Non-Commissioned			All Employees			
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total	
2012	43	31	83	10	25	55	53	56	138	
2013	45	57	115	6	17	40	51	74	155	
2014	77	83	168	17	23	52	94	106	220	
2015	71	111	182	5	18	23	83	121	227	
2016	72	68	140	10	35	45	81	103	185	
2017	70	65	135	6	37	43	76	102	178	
2018	11	9	20	2	3	5	13	12	25	

# YTD Initiatives and Results

## 1. Continuous Process Improvement

- Increased Technology to Streamline Application Process and Workflow
- Team Training
- Increased Candidate Touch-Points from Apply to Hire
- Introduced Behavioral Interviews

### Reduce time to hire per class

- PR123 9 months
- PR124 7 months
- PR125 5 months
- Goal 90 days**

## 2. Working with Marketing and Memphis Brand Initiative to establish targeted marketing program

- Identified 4 targeted applicant profiles for better recruiting and marketing
  - New recruit, Lateral, Fast Tract, and College
- Created digital advertising hiring campaign for targeted cities to support Roadshow branding
- Resulted in 2.5 million total impressions and counting for 2.5+ months
- Reached 879,672 Unique Users
- In each of our 5 Roadshow markets we advertised on 3 iheart/cumulus radio stations

## 3. Targeted recruiting has resulted in better quality applicant with a higher pass rate for BAT and Background Review

- Moved up timelines in hiring process to get offers extended faster in the process
- Added more Battery of Test to accommodate weather, and applicant demand
- Targeted local and regional colleges/universities
- Targeted national colleges/universities with criminal justice majors and HSBCU
- Targeted transition military personnel
- Deployed new employee referral bonus program

# MPD Class Information

## Historical Hiring Data

PR123 Hired: 110      Graduated: 85      25% Academy attrition  
PR124 Hired: 100      Graduated: 84      15% Academy attrition

Upcoming Classes	Date	Recruiting Target*
PR125	March 19	150
Fast Track	April 9	10
Lateral	May 14	15
Blue Path Class	June 25	20
PR126	August 20	150

# Next Steps

- **PSTs**
  - Evaluating options for expanding PST program
- **Academy Capacity**
  - Working with the Academy to consider quarterly classes and enhancing staffing to accommodate larger classes
- **Streamlined recruiting process for PR126**
  - Issuing RFP for national recruitment marketing agency next week with focus on national media/vendor negotiations
  - Planning stage of launching Phase II of our national roadshows
  - Created partnerships with community outreach stakeholders to assist in grassroots recruiting
  - Created military partnership with Navy Recruiting Command
  - Developed 3-day testing process for out-of-town applicants
  - Discounted hotel and apartment lodging available for out-of-town recruits